

# **Annex A**

## **USAID/M Env-Rural Development Program – Environment Program 3 Results 2003-2008**

<b>USAID/M ENV-RD</b> <b>RESULTS MODULE (RM)</b> <b>EXPECTED RESULTS</b>	<b>EP3 RESULTS FRAMEWORK</b>	<b>PROPOSED COMMON INDICATORS</b>
<b>1. Des modes de gestion durable des ressources naturelles renouvelables et de conservation de la biodiversité sont adoptées et appropriées et par les populations des zones d'intervention</b>		
<b>EP3 1.1 Des actions de développement durable sont mises en oeuvre</b>		
<p><b><i>RM 1: Reinforce linkages within and between landscapes through an ecoregional approach (1a)</i></b></p> <ul style="list-style-type: none"> <li>• Key areas of intervention within eco-regions identified and prioritized</li> <li>• Buy-in to a shared vision facilitated and achieved across public, private, CSO and development partners</li> <li>• Regional and local actors informed on eco-regional conservation</li> <li>• Regional level planning decisions incorporate environmental concerns and understand eco-regional concepts</li> <li>• Program implementation is consistent with eco-regional vision and promoted by a local “champion”</li> </ul>	<p>1.1.1 Les plans communaux de développement et schémas intercommunaux prennent en compte la dimension environnementale</p> <p><i>a – Appuyer les communes dans l’élaboration et la maîtrise des PCD « verts » et schémas intercommunaux de développement</i></p> <p><i>b – Promouvoir les échanges intercommunaux, régionaux et avec les autres programmes de développement</i></p>	<ul style="list-style-type: none"> <li>• Nb communes disposent PCD</li> <li>• Nb schémas intercommunaux mis en ouvre</li> </ul>
<p><b><i>RM 2: Strengthened rural associations and capacity built for farmer led extension (1a)</i></b></p> <ul style="list-style-type: none"> <li>• System of farmer organizations in place and actively implementing an “approche terroir”</li> <li>• System of village para-extension agents in place in target eco-regions</li> <li>• Farmer organizations and federations linked to sources of improved and new technologies</li> </ul>		

<ul style="list-style-type: none"> <li>Improvement of COBAs skills in decision-making, management (planning, technical, organizational and financial) and negotiation</li> </ul>		
<p><b>RM 3: Agricultural Production Systems and Practices Strengthened (1a)</b></p> <ul style="list-style-type: none"> <li>Substantial transformation of village landscapes through widespread adoption of integrated agricultural technologies and practices</li> <li>Successful adoption by farmers of improved rice and hillside agricultural production systems</li> <li>Reduction of tavy</li> <li>Increased farmer incomes through value added processing and timing of sales</li> </ul>	<p>1.1.2 Des alternatives de développement durable sont mis en œuvre dans le cadre des PCD pour réduire les pressions</p> <p><i>a – Améliorer la gestion des aires défrichées</i>  <i>b – Appuyer le transfert de gestion des aires de parcours</i>  <i>c – Promouvoir la conservation et l'utilisation durable des eaux et des sols</i>  <i>d – Mettre en œuvre des activités alternatives aux pressions dans les zones périphériques des aires protégées</i></p>	<ul style="list-style-type: none"> <li>Ha de forêts anciennement défrichées aménagées et/ou enrichies</li> <li>Ha aménagées avec pertes en sols inférieures à 12 tonnes par hectare par an</li> </ul> <p><i>Other options :</i></p> <ul style="list-style-type: none"> <li><i>Total household production of targeted crops (kg)</i></li> <li><i>% of farmers adopting new crops</i></li> <li><i>% of HHs planting targeted new crops</i></li> <li><i>Total income from sales of farm products</i></li> </ul>
<p><b>RM 4: Investment in sustainable natural products increased (1b)</b></p> <ul style="list-style-type: none"> <li>Improved commodity chain elements such as increased production quality, better storage and processing, increased access to packaging materials, better marketing techniques used, increased promotional activities;</li> <li>Increased operational efficiency of professional natural product exporters associations;</li> <li>Increased revenue by agribusinesses generated from the export of natural products;</li> <li>Increased number of diversified products produced and marketed</li> </ul>	<p>1.1.3 Les filières de la biodiversité sont valorisées durablement</p> <p><i>a - Mettre en œuvre des approches de partage équitable des bénéfices</i>  <i>b – Réorganiser la gestion des espèces commercialisées et commercialisables</i></p>	<ul style="list-style-type: none"> <li>Nb espèces dont filières dotent de mécanismes de partage équitable de bénéfices</li> <li>Nb espèces commercialisées ou commercialisables dont la gestion et organisée et opérationnelle</li> </ul>

<p><b><i>RM 5: Rural finance and credit opportunities increased for production and commercialization of agriculture and forest products in targeted intervention areas (1a)</i></b></p> <ul style="list-style-type: none"> <li>Financial institutions are professional in their roles as rural credit managers</li> <li>Village organizations (KH, COGES, etc) in accessible areas are capable of identifying and requesting appropriate lines of credit for the development of their terroir</li> <li>Village organizations in non-accessible areas are capable of self-managing micro-credit programs</li> <li>Financial institutes are capable of reducing the number of delinquent credit clients by 5%</li> </ul>		
<p><b><i>RM6: Access by the private sector to credit instruments that facilitate production and marketing and reduce transaction costs (1b)</i></b></p> <ul style="list-style-type: none"> <li>Increased investment in selected agribusinesses to expand output, processing and marketing capacity by increasing access to and use of the FIEFE;</li> <li>Increased access to credit at the village level that adds value to on-farm produce and increases agricultural productivity;</li> <li>Work to develop the CEM into a private entity</li> </ul>		
<p><b><i>EP3 1.2 Les ecosystèmes forestiers et les ressources en eau sont gérés de manière durable</i></b></p>		
<p><b><i>RM 1: Forest Management Vision is Refined and Integrated at Multiple Levels (2)</i></b></p> <ul style="list-style-type: none"> <li>National zoning study verified, refined and</li> </ul>	<p>1.2.1 Les forêts sont rationnellement gérées a – Affiner le zonage forestier</p>	<ul style="list-style-type: none"> <li>Ha des forêts faisant l'objet de plan de zonage</li> </ul>

<p>adopted</p> <ul style="list-style-type: none"> <li>Regional level zoning completed for the 20 agro-ecological zones defined by the Rural Development Working Group (GTDR)</li> <li>Circumscription Forest Service in the priority forest corridors integrating forest vision and zoning into Communal and Village Development Plans in collaboration with the communes actors</li> <li>Geo-referenced forest information system actively linking local, provincial and national environmental databases improved</li> </ul>		
<p><b>RM 2: Community Based Management and Control of Natural Resource Increased (1a)</b></p> <ul style="list-style-type: none"> <li>New GCF/GELOSE agreements signed for areas identified as priority conservation forest by MINENVEF forest zoning/visioning</li> <li>Bush fires reduced to levels that allow for natural regeneration of forest cover in non-agricultural areas</li> <li>Communes in targeted eco-regions consistently qualify as “Communes Vertes”</li> <li>Forest products more readily available for local use</li> <li>Improved conservation of soil and water in local micro-catchments</li> <li>Increased vegetal/forest cover in the ecoregion</li> </ul>	<p>1.2.1 Les forêts sont rationnellement gérées <i>b - Intensifier le transfert de gestion des forêts</i></p> <p>1.2.2 La couverture forestière et la capacité nationale de stockage de carbone sont préservées <i>a - Poursuivre la création des Réserves Foncières pour le Reboisement (RFR)</i> <i>b - Promouvoir des actions de reboisement, de mise en défens et d'embroussaillage</i></p> <p>1.2.4 Les feux de forêts naturelles diminuent <i>a – Sensibiliser et motiver la population sur la lutte contre les feux</i> <i>b – Renforcer l'application des lois contre les feux de brousse</i></p> <p>1.2.5 Les zones humides et réserves d'eau sont gérés durablement <i>a - Promouvoir la préservation et la gestion durable des lacs</i></p>	<ul style="list-style-type: none"> <li>Ha de forêts transférées aux communautés</li> <li>Ha de reboisement</li> <li>Ha mis en défens</li> <li>Ha embroussaillage</li> <li>Nb comités de lutte contre les feux optionnels</li> <li>% diminution des feux</li> <li>% bassin hydrique faisant l'objet de protection</li> </ul> <p><i>Other options :</i></p> <ul style="list-style-type: none"> <li><i>Seedling/sapling survival rate after 2 years</i></li> <li><i>No. hectares protected through NRM</i></li> </ul>

	<i>b – Intensifier la protection des bassins hydriques</i>	
<b>RM3: Forestry Private Sector Professionalized (2)</b> <ul style="list-style-type: none"> <li>Professionalized forestry private sector in place</li> <li>Organizations, Procedures and Instruments developed to support long term plantation concessions (including provision for private management and/or privatization of state-owned plantations)</li> <li>Forest exploitation permits and actions granted to chartered operators and publicly announced and posted on systematic basis</li> <li>Existing plantations under professional management</li> <li>Sustainably managed round wood supply to forest industry increased</li> <li>Reduction in ratio of licit to illicit wood products marketed</li> <li>New plantations established</li> <li>Alternative domestic and exotic high value species plantations under development as a complement/replacement to customary pine and eucalyptus plantings</li> </ul>	1.2.1 Les forêts sont rationnellement gérées <i>c - Rationaliser l'exploitation forestière</i> <i>d - Promouvoir et appliquer des standards/normes sur les forêts et ses produits (écocertification, ...)</i> <i>e - Mettre en œuvre des outils économiques et réglementaires complémentaires</i> <i>f –Développer des systèmes de gestion effectifs et durables des forêts</i>	<ul style="list-style-type: none"> <li>Ha de forets (plantations) exploitées selon les normes de durabilité</li> <li>% exploitants et opérateurs sensibilisés</li> <li>système de fiscalité et délivrance d'autorisation appliqués</li> <li>système de gestion effectifs</li> </ul>
<b>EP3 1.3 Les écosystèmes sensibles de Madagascar sont conservés et valorisés au niveau des aires protégées et sites de conservation</b>		
<b>RM1: Reinforce ecological linkages within and between landscapes by expanding biodiversity habitat conservation (3)</b> <ul style="list-style-type: none"> <li>Define conservation priorities for USAID intervention zones in the regions of Toamasina, Fianarantsoa, and Fort Dauphin</li> </ul>	1.3.1 La représentativité des écosystèmes est promue <i>a – Reclasser certaines aires protégées</i> <i>b – Créer de nouvelles aires protégées terrestres et des sites de conservation</i> <i>c – Développer le système de parcs marins</i>	<ul style="list-style-type: none"> <li>Nb aires protégées terrestres reclassées</li> <li>Nb nouvelles aires protégées terrestres</li> <li>Nb sites de conservation créés</li> </ul>

<ul style="list-style-type: none"> <li>• Specific number of new Sites de Conservation and Aires Protegees Voluntaire established, financed, and well managed</li> <li>• Targeted number of hectares of important biodiversity habitat added to the existing protected area network</li> <li>• Representative sample of important habits is protected in conjunction with the protected area network.</li> <li>• Policy and legal instruments to promote Sites de Conservation and Aires Protegees Volontaires.</li> <li>• Guidelines for the implementation of Sites de Conservation and Aires Protegees Volontaires.</li> <li>• Plan for establishing future Sites de Conservation and Aires Protegees Volontaires.</li> <li>• Targeted number of hectares of degraded forest and habitat restored</li> </ul>	<p><i>d – Redélimiter certaines aires protégées</i></p>	
<p><b>RM2: Integrate Planning and Management Systems to Support Field Level Protected Area Operations (3)</b></p> <ul style="list-style-type: none"> <li>• Strengthened and systematic interaction between Headquarters, Regional Offices, and Sites</li> <li>• Increased capacity of Protected Area Directors and staff to plan, seek funding for, and carry out improved management</li> <li>• Improved procedures for central and regional technicians to assist PA staff in planning and program implementation</li> <li>• Establishment of up-to-date management plans in place for all Pas</li> </ul>	<p>1.3.2 Le maintien de la biodiversité et du processus écologique est assuré</p> <p><i>a - Assurer le suivi écologique des habitats, espèces, pressions et les mesures de conservation</i></p> <p><i>b - Assurer la surveillance et le contrôle</i></p> <p><i>c - Mettre en place des infrastructures de conservation et matérialiser le zonage</i></p> <p>1.3.3 L'écotourisme au niveau des aires protégées et les sites de conservation est développé et rentabilisé avec le secteur privé</p> <p><i>a - Améliorer le service aux visiteurs</i></p> <p><i>b - Mettre en place / améliorer les infrastructures écotouristiques et de service</i></p>	<ul style="list-style-type: none"> <li>• Nb aires protegees et nb sites de conservation dotes de système de suivi écologique (habitats, espèces, pressions)</li> <li>• Nb aires protegees et nb sites de conservation dotes de système de surveillance et contrôle opérationnels</li> <li>• Nb aires protegees et nb sites de conservation dotes d'infrastructures de conservation requises</li> <li>• Nb aires protegees dotées d'infrastructures nécessaires</li> </ul>

<ul style="list-style-type: none"> <li>Performance-based budgeting practices structured into annual planning and program process for all units</li> <li>Implementation of Conservation Management Plans through the Annual Operations Plans.</li> </ul>		
<b>RM3: Business opportunities for new ventures and new products (1b)</b> <ul style="list-style-type: none"> <li>Increase revenue generation and reinvestment in the eco-tourism sector and arts and crafts sector</li> </ul>	1.3.3 L'écotourisme au niveau des aires protégées et les sites de conservation est développé et rentabilisé avec le secteur privé <i>c- Réaliser la promotion des aires protégées et des sites de conservation</i> <i>d - Evaluer la gestion de l'écotourisme</i>	Nb. de partenariat
<b>2. La pérennisation au niveau national de la gestion des ressources naturelles et environnementales est assurée</b>		
EP3 2.1 Un changement de comportement positif vis à vis de l'environnement est observé		
<b>RM1: Environmental Knowledge and Information Integrated into Sectoral and Investment Decision Making (2 and 4)</b>	2.1.1 Les informations environnementales appuient le développement durable <i>a - Gérer le tableau de bord environnemental au niveau national et décentralisé et faciliter les échanges d'information</i>	<ul style="list-style-type: none"> <li>Nb tableaux de bord environnemental en place aux niveaux national et provincial</li> </ul>
<b>RM 2: Advocacy for Sustainable Natural Resources management by Civil Society Organizations increased (4)</b>	2.1.2 Les capacités nationales sont renforcées pour une gestion efficace de l'environnement <i>a - Améliorer les connaissances sur l'environnement</i> <i>b - Appuyer et la communication environnementale</i> <i>c - Appuyer l'éducation et la formation environnementale</i> <i>d – Promouvoir des attitudes favorables à la</i>	



	<i>conservation des aires protégées et sites de conservation</i>	
<b><i>RM 3: Information, education, and communication contribute to the adoption of alternatives to slash and burn in target intervention zones (1a)</i></b> <ul style="list-style-type: none"> <li>Farmer associations/COGES and the farmer extension agents adopt new proposed technical packages against slash and burn practices learned during training and IEC activities</li> <li>Associations participate in the national environment protection movement</li> <li>Associations have and use improved decision making tools</li> <li>Integrated approach implemented with respect to public health themes by rural extension agents</li> </ul>	2.1.2 Les capacités nationales sont renforcées pour une gestion efficace de l'environnement <i>a - Améliorer les connaissances sur l'environnement</i> <i>b - Appuyer et la communication environnementale</i>	<ul style="list-style-type: none"> <li>Nb types de support d'information produits</li> <li>Nb sessions de formation , sensibilisation, animation, vulgarisation , éducation</li> <li>Nb régions dans lesquelles programmes de communication environnementale sont mis en œuvre</li> <li>Nb régions dans lesquels programmes d'éducation relative à l'environnement mis en œuvre</li> <li>Nb. aires protégées et nb. sites de conservation dans lesquelles programmes spécifiques d'éducation environnementale sont mis en œuvre au niveau des zones périphériques</li> </ul>
<b>EP3 2.2 Les bases de financement durable d'actions de gestion rationnelle des ressources naturelles et de l'environnement sont établies</b>		
<b><i>RM1: Operationalize Sustainable Financing Mechanisms through Biodiversity Trust Fund and Conservation Partnerships (3)</i></b> <ul style="list-style-type: none"> <li>Percentage of requests funded on time</li> <li>Dollars passed through the Trust Fund Sinking Fund</li> <li>Number of outside investments for biodiversity conservation</li> </ul>	2.2.1 Des instruments spécifiques de pérennisation financière sont développés <i>a - Mettre en place un « trust fund » pour les aires protégées</i> <i>b - Développer les autres instruments de financement et optimiser l'interface avec les autres secteurs</i>	<ul style="list-style-type: none"> <li>Trust fund en place à partir de la 1ère année, générant pour le fonctionnement du réseau au moins \$2 m en 2007</li> <li>Nb. secteurs au niveau desquels recettes environnementales issues des interfaces en croissance ( ? ?)</li> </ul>

<ul style="list-style-type: none"> <li>• Total dollar value of outside investments</li> <li>• Number of new financing mechanisms adopted and operational</li> </ul> <p>Value of funds from new mechanisms being provided to the National Forestry Fund (FFN/FFR), the Biodiversity Trust Fund, and Tany Meva</p>		
<p><b>RM2: Transparent and Effective Management of Forest Sector Budgets and Planning Processes (2)</b></p> <ul style="list-style-type: none"> <li>• Annual audit results from independent audits of FFN/FFR accounts improve each year</li> <li>• Total value of funds passed program implementation fund through to CIREFS and DIREFs</li> <li>• Percentage of CIREFs and DIREFs provided funding which receive two or more cycles of funding</li> <li>• Total value of additional funds leveraged through the program</li> <li>• Increase in percentage of forest fees collected</li> <li>• Performance based monitoring system established in all CIREFs and DIREFs</li> </ul>	<p>2.2.2 La fiabilité et la transparence du système de gestion des fonds et de suivi est assurée</p> <p><i>a - Améliorer les systèmes de gestion existant</i>  <i>b - Développer les capacités de gestion et d'administration</i>  <i>c - Renforcer la coordination des activités</i>  <i>d - Optimiser la structure de coût des agences d'exécution</i></p>	<ul style="list-style-type: none"> <li>• système de gestion juge satisfaisant</li> <li>• indice d'efficacité de gestion en %</li> <li>• indice d'efficacité de suivi-evaluation en %</li> </ul>
<p><b>RM3: Support ANGAP to Implement Selected Protected Area operations (3)</b></p> <ul style="list-style-type: none"> <li>• Number of requests from ANGAP for supplemental funding which meet requirements and are based on Annual Operational Plans</li> <li>• Number of requests funded</li> <li>• Percentage of requests funded directly related to field-based conservation</li> <li>• Total value of activities funded per year</li> </ul>	<p>2.2.3 Des systèmes de financements locaux sont en place</p> <p><i>a - Développer les mécanismes de taxation locales</i>  <i>b - Appuyer la mise en place de fonds d'investissements locaux durables</i></p>	
<b>EP3 2.3 Une meilleure gouvernance</b>		

<p><b>environnementale est en place</b></p> <p><b><i>RM1: Environmental Impact Assessments Used Effectively to Protect Threatened Habitat</i></b></p> <ul style="list-style-type: none"> <li>• Ministry of Environment and ONE ensure effective application of MECIE law and integration of environmental considerations into socio-economic investments decisions</li> <li>• Sector policies include an environmental dimension and new legislative are subject to an Environmental Assessment</li> <li>• Increased number of public and private investments are in compliance with environmental safeguards and mitigation measures, as stipulated in corresponding EIAs</li> <li>• Strategic EIAs improve consistency of environmental legislation and procedures across sectors and adhere to international conventions</li> <li>• Public participation provides input and monitors EIA/PREE process</li> <li>• EIA procedures and requirements are communicated to the private sector in a simplified, service oriented and coherent manner.</li> </ul>	<p>2.3.1 La dimension environnementale est internalisée dans les politiques de développement du pays</p> <p><i>a - Développer des instruments de gestion et mettre en cohérence les textes et procédures</i></p> <p><i>b - Assurer la compatibilité des investissements avec l'environnement</i></p> <p><i>c - Assurer le suivi, le contrôle environnemental, et le mécanisme de gestion des plaintes</i></p> <p><i>d – Intégrer la dimension environnementale dans les politiques d'aménagement du territoire</i></p> <p><i>e – Développer la politique énergétique et la politique de gestion durable de l'eau</i></p>	<ul style="list-style-type: none"> <li>• Code environnemental et ses instruments d'application officialises</li> <li>• % projets d'investissement intégrant la dimension environnementale</li> <li>• nb secteurs dont suivi et contrôle environnemental effectifs (80% de traitement effectif des plaintes)</li> <li>• Politique et no. schéma d'aménagement du territoire intégrant la dimension environnementale</li> <li>• Politiques et schémas énergétique et de gestion de l'eau intégrant la dimension environnementale</li> </ul>
<p><b><i>RM2: Strategic Planning, Coordination and Information Service within the Ministry of Environment, Water and Forests (2)</i></b></p> <ul style="list-style-type: none"> <li>• National authorities and donors have information on environment and natural resources activities which lead to improved coordination and coherent programming of activities</li> </ul>	<p>2.3.3 L'administration de l'environnement est renforcée</p> <p><i>a – Renforcer la capacité du Ministère de l'environnement</i></p> <p><i>c – Assurer l'interface avec les Ministères du plan (PIP) et des finances (RPI, taxes,..)</i></p> <p>2.2.2 La fiabilité et la transparence du système de</p>	<ul style="list-style-type: none"> <li>• % agents formes sur nouvelles techniques de gestion de l'environnement</li> <li>• % part honore de la contrepartie nationale dans le financement</li> <li>• Carte de feux établis par année</li> </ul>

<ul style="list-style-type: none"> <li>Information on mining and forest resource exploitation activities improves transparency of the permitting process and good governance of natural resources</li> <li>Forest cover and bush fire evolution dynamics are documented, better understood, and used by decisions makers in formulating policy</li> <li>Monitoring and good governance of natural resources is improved through decentralized information systems at all levels</li> </ul>	<p>gestion des fonds et de suivi est assurée</p> <p><i>a - Améliorer les systèmes de gestion existant</i></p> <p><i>c - Renforcer la coordination des activités</i></p> <p><i>d – Optimiser la structure de coût des agences d’exécution</i></p> <p>2.3.2 Le dispositif institutionnel est amélioré</p> <p><i>b – Développer le partenariat avec les structures environnementales au niveau des secteurs et les collectivités décentralisées</i></p>	
<p><b>RM3: Forest Service Restructured and Strengthened (2)</b></p> <ul style="list-style-type: none"> <li>Clearly defined and formally approved job descriptions and attributions for forest service staff at all levels</li> <li>Well-trained staff in place and system for in-service training implemented</li> <li>Staff attributions reflecting leverage of state-funded positions through transfer of responsibility to Communes, Community Based Organizations, private sector organizations, and NGO partners</li> <li>Decentralized administrative and financial management systems contributing to efficient conservation implementation</li> <li>Public and private sector forestry training institutions selectively strengthened</li> <li>Field offices better equipped to play newly defined roles</li> </ul>	<p>2.3.4 Le service forestier est renforcé</p> <p><i>a – Procéder au renforcement de l’administration forestière</i></p> <p><i>c – Renforcer la capacité des intervenants dans la gestion des forêts</i></p>	<p>% agents formes sur nouvelles techniques de gestion forestière</p>
<p><b>RM3: Good Governance of Natural Resources through Effective Control of Forest and Biodiversity Utilization (outside PAs) (2)</b></p>	<p>2.3.4 Le service forestier est renforcé</p> <p><i>d – Elargir le dispositif de veille et d’information initiée par l’OSF</i></p>	<ul style="list-style-type: none"> <li>Rapport national sur la gouvernance forestière publique</li> <li>Contrôle forestier effectif</li> </ul>

<ul style="list-style-type: none"> <li>• CITES Management Authority able to establish viable species management plans, quotas, and efficiently and adequately monitor and report on permits and activities to the CITES Secretariat</li> <li>• Reduction in illegal exploitation of forest resources</li> <li>• Reduction in the number of irregular permits given out</li> <li>• Increased understanding of trade related activities</li> <li>• Increased seizures of illegally harvested flora and fauna at ports, airports, and routes</li> <li>• Increased number and area covered by control activities</li> <li>• Control activities carried out in a coordinated manner with Police, CIREF, and communal representatives</li> <li>• Transparent permitting established and operational</li> <li>• Mining activities in forests reduced</li> <li>• Permit tracking system established</li> <li>• Natural resource utilization decisions based on knowledge from information management system</li> </ul>	<p><i>e – Appuyer le contrôle forestier</i></p>	
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Key: (1a) – *Eco-regional Initiatives* focused in the regions of Fianarantsoa, Tamatave, and Fort Dauphin (Pink)  
(1b) – *SO7 Commercial Private Sector Support* (Jaune)  
(2) – *RFP for Forestry Sector Support Contract* (Vert)  
(3) - *RFA for Biodiversity Cooperative Agreement* (Bleu)  
(4) - *SO4 Democracy and Governance Support* (Cadre noir)



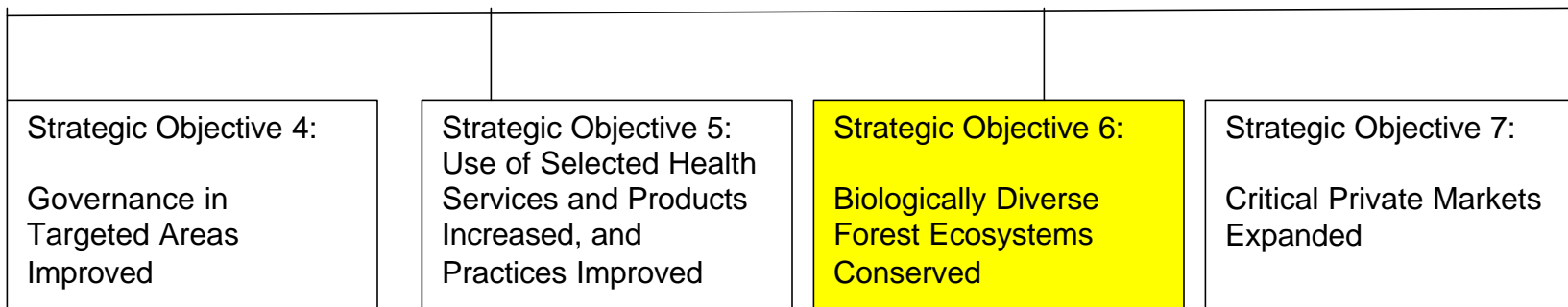
# **Annex B**

## **USAID/Madagascar Integrated Strategic Plan (2003-2008) Results Framework**

# USAID Madagascar Integrated Strategic Plan

Goal: Sustainable and Inclusive Economic Development

Indicators: 1. gdp per capita; 2. poverty rate; 3. TI corruption perceptions ranking; 4. protected area; 5. forest cover; 6. stunting, children under 5; 7. child/maternal mortality rates; 8. Human Development Gender Index





# USAID Madagascar Integrated Strategic Plan

**Sustainable and Inclusive  
Economic Development**

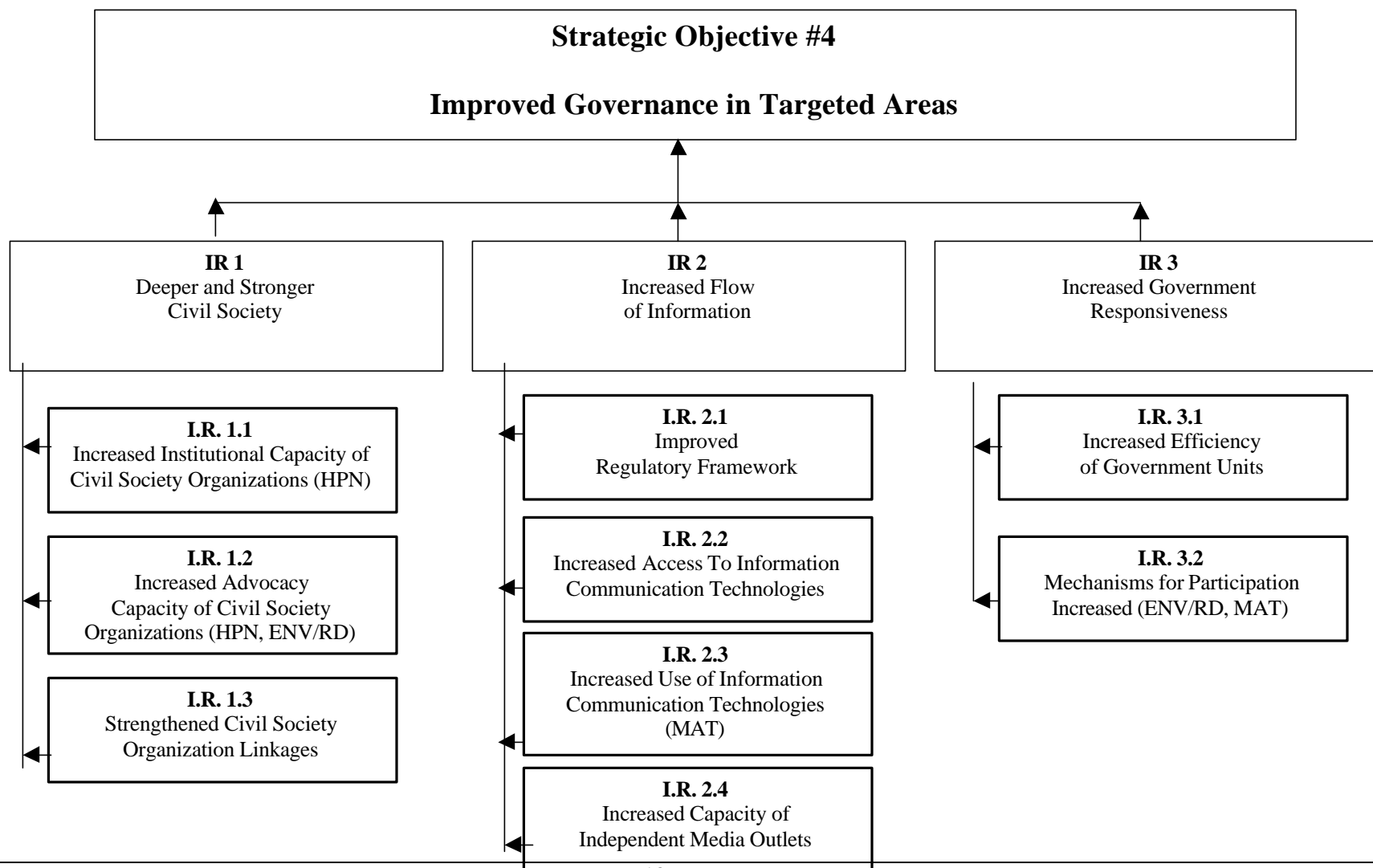
**Use of  
Selected  
Health  
Services  
and  
Products  
Increased,  
and  
Practices  
Improved**

**Biologically  
Diverse  
Forest  
Ecosystems  
Conserved**

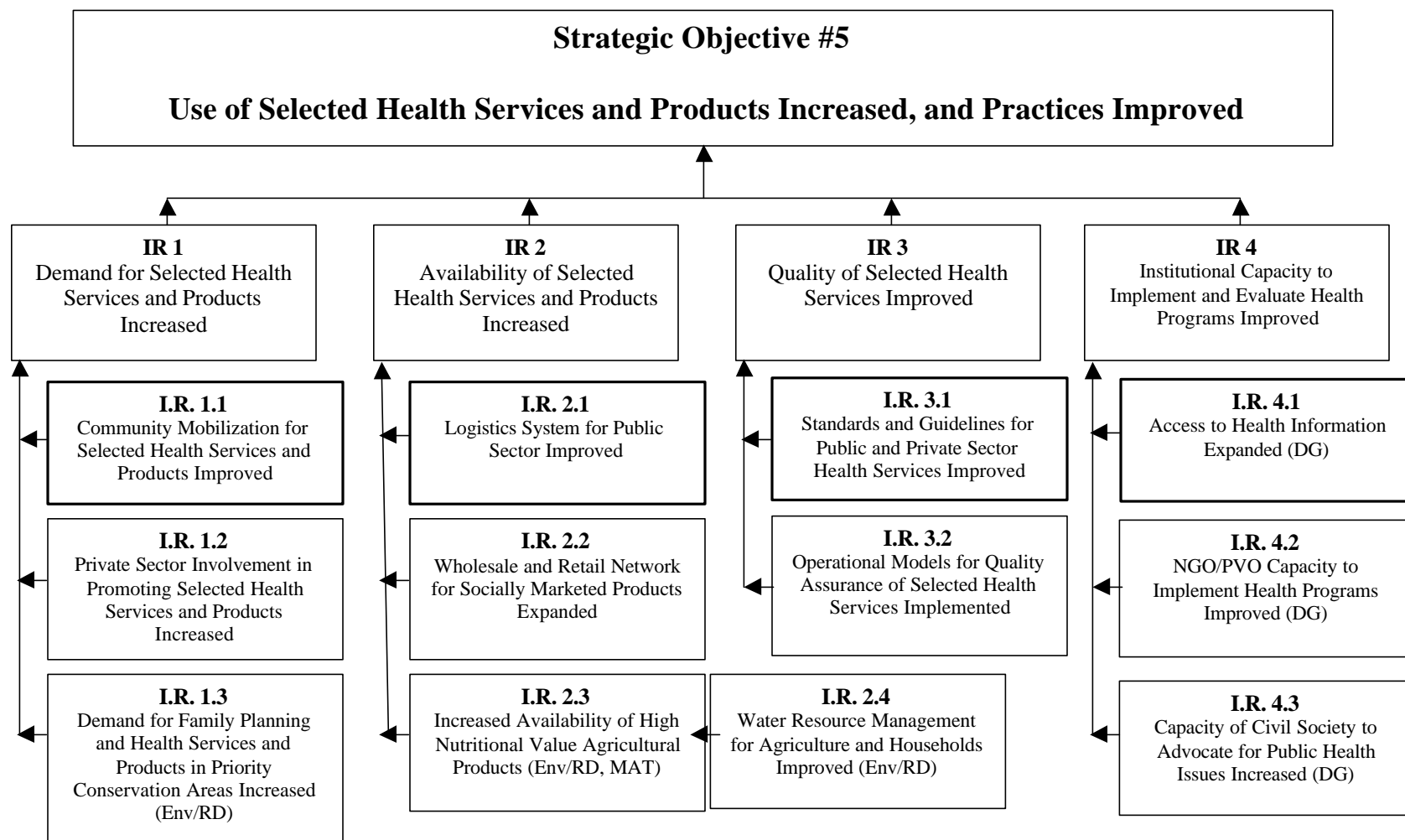
**Critical  
Private  
Markets  
Expanded**

**Governance in Targeted Areas Improved**

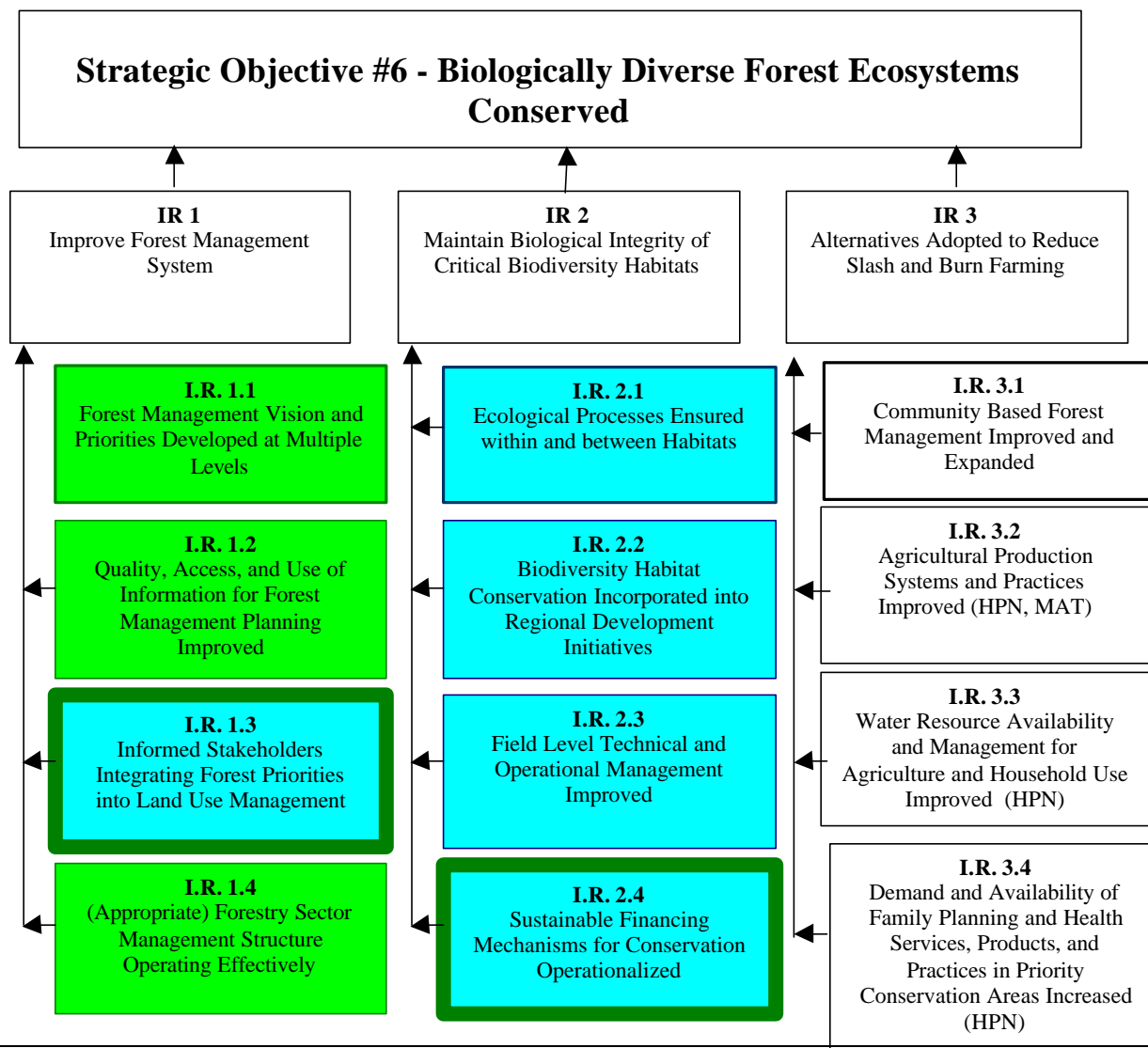
## USAID/Madagascar Democracy and Governance (DG) Results Framework



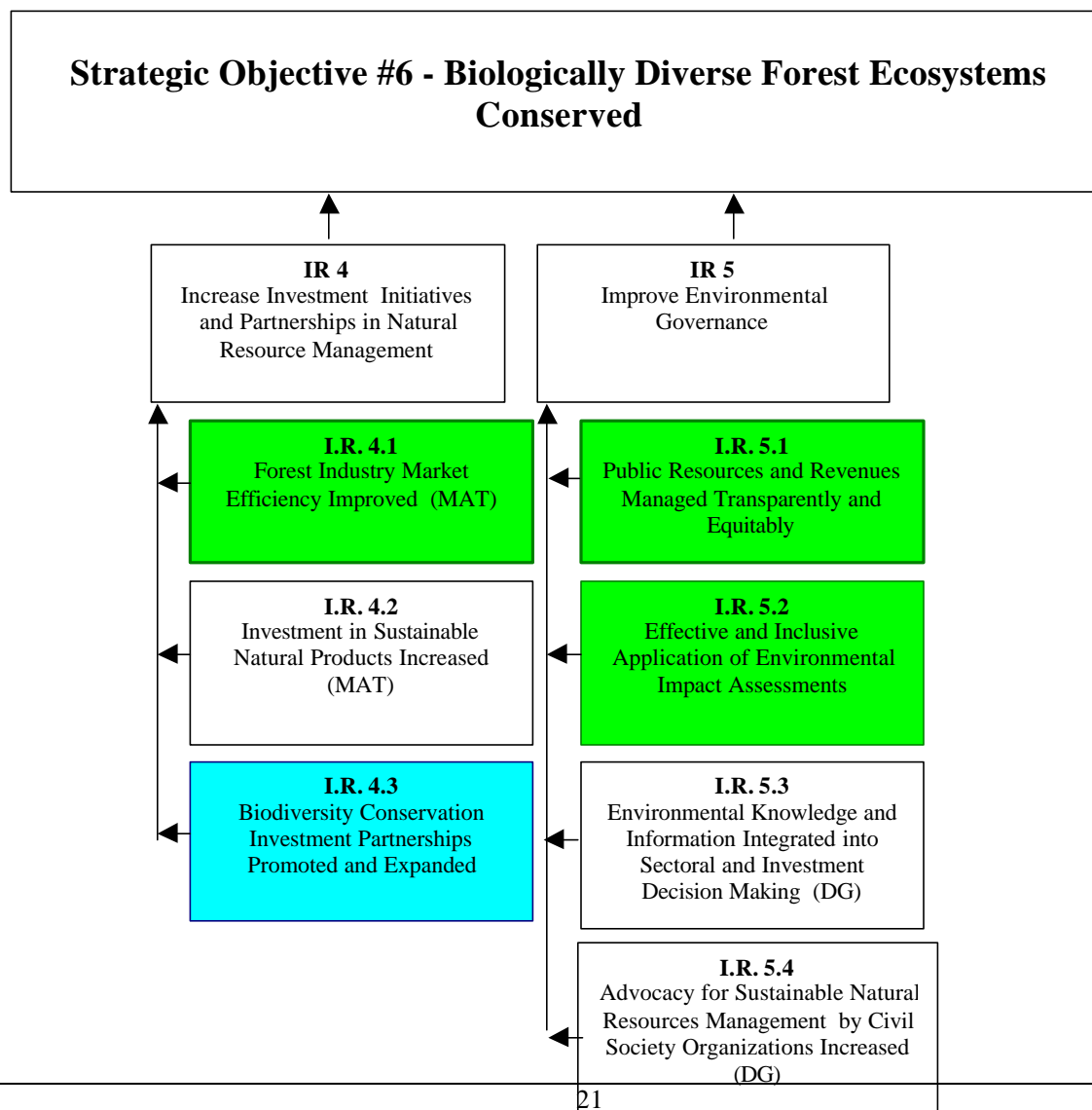
## USAID/Madagascar Health, Population and Nutrition (HPN) Results Framework



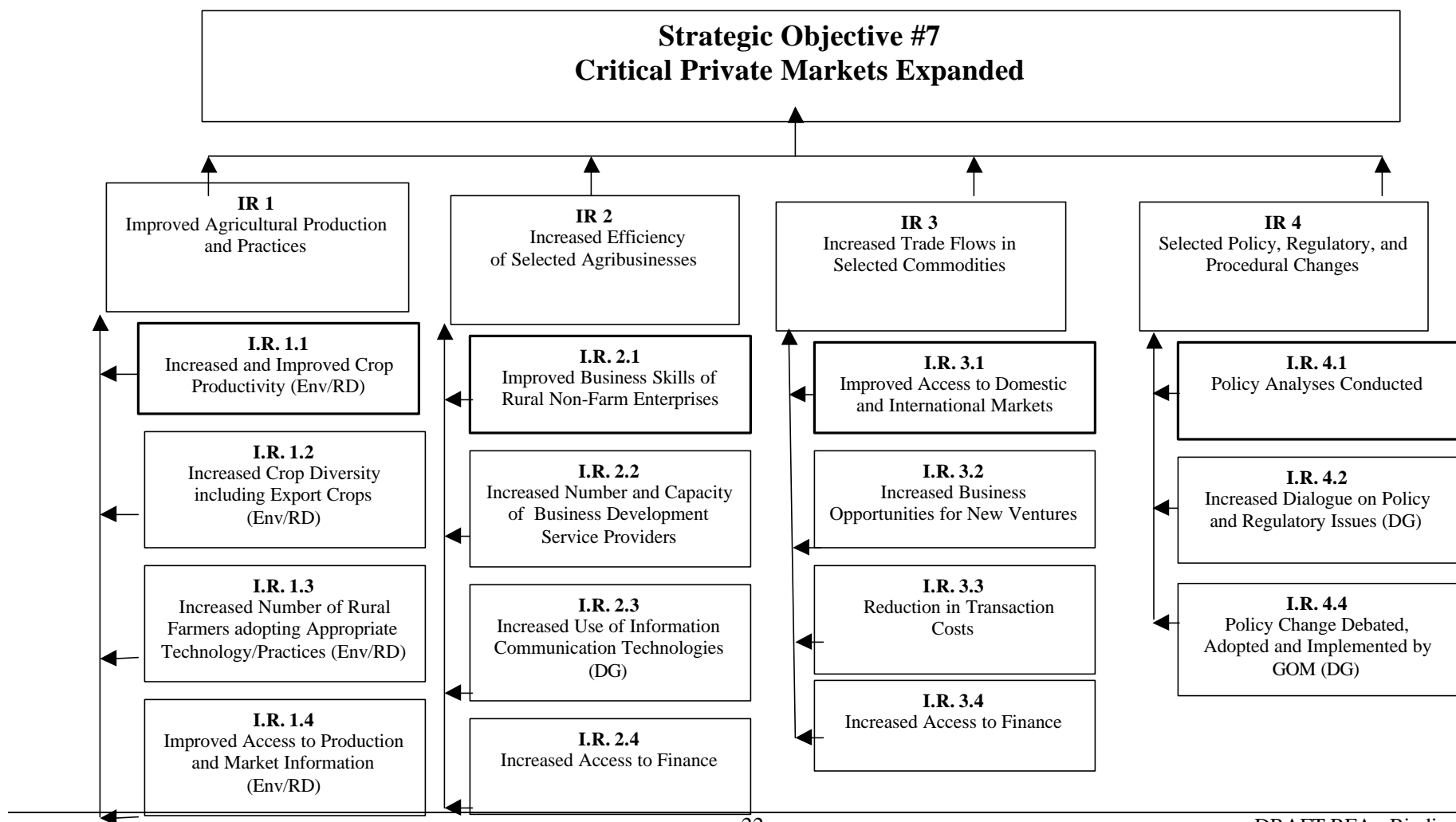
## USAID/Madagascar Environment and Rural Development (Env/RD) Results Framework



## USAID/Madagascar Environment and Rural Development (Env/RD) Results Framework (con't)



## USAID/Madagascar Agriculture and Trade (MAT) Results Framework



# **Annex C**

## **Environment Program Stocktaking Exercise/Lessons Learned**

## **Annex C: Environment Program Stocktaking Exercise/Lessons Learned**

USAID/Madagascar undertook a stocktaking exercise in 2001 and 2002. Based on the recommendations of this exercise, USAID identified the following as the strategic orientations for the future of the environment program:

- Regions and decentralization will be political operative.
- Focus on regional and communal policy and planning
- Limited geographical focus within ecoregional/multi-sectorial program
- Reaching out and increasing the diversity of partners ships to community groups, civil society, private sector, regional and communal actors
- Shifting from “tool development” to “client and “service focus
- Moving resource allocation decisions close to target
- Building democracy through environmental accountability
- Continuation of eco-regional approach building on lessons learned to protect biodiversity habitats inside and outside the PA network
- Increased focus on forest management
- Building private sector and communities based approaches into NRM
- Continued work with subsistence farmers to offer alternatives and incentives for abandoning destructive practices
- Work with civil society and regional actors to improve NR governance

Some of the key lessons learned are the following:

### **1. Ecoregional Conservation and Development Approach**

- The ecoregional approach to conservation is still a valid approach, and one that should be continued through the next phase of USAID support
- Sustainability of ecoregional conservation and development is key. How can the participation of partner organizations and institutions in the regions be ensured and promoted for the long term? This is a question which will need to be tackled in the future.
- Partnership is critical to the success of ecoregional planning. Good coordination, communication, and action amongst partners are needed to ensure the full buy-in of all actors.
- To ensure the implementation and long-term sustainability of ecoregional conservation, there needs to be a “champion organization”, one which continually has the ecoregional vision in mind and promotes and pushes that vision.
- Defining a vision, which has the support of the local, regional, and national level actors is necessary for ecoregional conservation to succeed.
- Once the vision has been determined, priorities need to be set, which will then help to define the needed areas of intervention to achieve the vision.
- There are multiple ways in which priorities setting and visioning can be done, and is being done by partners. There is no need to determine which way is right and wrong, and all current approaches being implemented with USAID implementing partners are compatible. The approach most suitable to the partner or situation can be used.

### **2. Conservation of Critical Habitats**

- Autonomous structure for National Parks Network provides an efficient management model



- Landscape, ecosystem or ecoregional conservation provides better model for conserving biodiversity within and outside PA network
- Relationship between people and parks is key
- Partnerships are vital between National Parks Service and specialized rural development organization
- PAs act as the core of conservation activities, but there is a need for more innovative approaches to PA management and expansion that takes into account biodiversity priorities and information with new approaches and conservation measures not relying on establishing more parks

### **3. Sustainable Forest Use**

- Forest management cannot be dissociated from other sectors, particularly agricultural
- Need for sustained and comprehensive forestry program that addresses institutional, governance, and forest management issues and includes involvement of social scientists
- Importance of maintaining focus on local communities as primary users of forestry and biodiversity resources with an economic lens
- Essential to replicate and “scale up” CBNRM activities at field level by “getting our feet dirty”
- Need to ensure that community forest activities are linked with rural development initiatives

### **4. Community Centered Interventions to reduce Slash and Burn Practices**

- There are no simple agriculture packages due to the diversity of the ecoregions, social structures, and agricultural practices
- Positive link between maintaining forest cover and protecting watersheds
- Poverty is a serious constraint in addressing *tavy*
- Shift to ecoregional approach to work at a broader scale could not be met by NGOs
- Need for a service oriented NGO capacity building program that simplifies grants and reporting processes
- Resources needed for both capacity building and operations to develop the skills of local actors

### **5. Involvement of Private Sector in natural resources management**

- Importance of systems approach rather than solely a commodity driven approach within Malagasy agricultural system
- Transport is an enabler to opening markets, but it is an insufficient condition to ensuring forest protection
- Enterprise development takes time - Madagascar does not have strong entrepreneurship and trade skills
- Increasing awareness toward businesses opportunities and openness to private sector favor private sector development
- “Market driven” approach does not always correspond with conservation priority zones
- Ecotourism has enormous potential for development in Madagascar, but the solutions are complex and multi-sectoral, and therefore difficult to improve

## **6. Environmental Policies and Tools**

- Programmatic donor coordination facilitates implementation and maintains focus on policy level issues
- Importance of training to increase understanding of usefulness of EIA and environmental economics for sustainable development
- Usefulness of GIS information to allow forward movement on tool development (e.g. Forest zoning plan)

# **Annex D**

## **Description of Environment/Rural Development Strategic Objective and Intermediate Results**

## **Annex D: Description of Environment/Rural Development Strategic Objective and Intermediate Results**

*“Biologically Diverse Forest Ecosystems Conserved”* is the new environment and rural development strategic objective for FY 2003 - 2008.

As demonstrated over the last ten years, there are inextricable links between natural resources, economic growth, agricultural productivity, water quality and availability, poverty, health, and governance. It is clear that forest ecosystems are essential to the long-term economic, healthy, and environmental well being of local populations in Madagascar, the national economy, and the earth's biosphere as a whole. Therefore it is critical, in addressing the problems of Malagasy people, to focus more holistically on forest ecosystem management over the next five years. This will deepen the Mission's efforts in the environment domain while increasing the emphasis on conservation and sustainable use of forest and natural resources to empower, enrich, and elevate people out of poverty. **Working with people closest to the natural resource base will be the nexus of the new Environment/Rural Development (Env/RD) SO.**

A multifaceted program will be pursued to achieve the new SO—one which continues the current successful ecoregional (i.e., biogeographical areas which represent distinct assemblages of natural communities and share a majority of species and ecological processes) approach. The strategy's intent is to “conserve biologically diverse forest ecosystems” by improving sustainable natural resource management and environmentally sensitive development. The SO's five components are based on accepted approaches to ecoregional conservation and development.

Illustrative Indicator for SO 103:

- Percent change in forest cover.

### Intermediate Result 1: Improve Forest Management System

Ecological services provided by forest ecosystems are extremely valuable benefits. These services include maintaining and controlling water flow and quality, soil formation and nutrient cycling, pest and pathogen control, pollination, and climate regulation. Ignoring or undervaluing these can increase pressure for land conversion—a result based on the mistaken perception that agriculture or other land use practices would be a more valuable land use. A strategic vision for the preservation of forest ecosystems must be integrated into the decision-making process of all stakeholders, and must be implemented at the field level.

Satisfying the broad range of human and ecological demands requires new approaches to the stewardship of Madagascar's forests. Forest management will be based on two key premises:

- forests must be managed to fulfill a range of environmental, social, economic, and cultural functions, rather than serving sole interests such as logging or conservation; and
- forest products outside of primary forest exploitation must be made more profitable, which will tend to reduce the pressure for primary forest timber products.

To help facilitate the development of a forest management vision, a number of activities will take place under the new ISP. USAID will assist in establishing an effective system and structure responsible for forest management. Support will be provided to ensure that the forest service is able to transfer its vision to the field through national, regional, and

communal forest zoning plans. Along with establishing an effective institution, USAID will help implement a system to provide adequate resource information on which to base decision-making: Skills and infrastructure will be developed to ensure that information is gathered, analyzed, and provided in a way to allow use by decision-makers at all levels. Finally, the flow of information and dialogue with partners will be facilitated to ensure that the priorities for key forest ecosystems are heard, understood, and integrated into local, regional, and national-level planning.

Illustrative Indicator for IR 1:

- 20-year management vision defined and implemented through national and regional zoning plans.

IR 2: Maintain Biological Integrity of Critical Biodiversity Habitats

Ensuring that core biodiversity areas are protected is critical to conserving forest ecosystems. The program will strive to reach the internationally accepted measure for how much of a country's critical habitats should be protected, which is that an adequate percentage (usually 10%) of habitats is under conservation status. To achieve this, USAID will provide support to implement the strategic management plan for the protected areas network developed with past USAID support.

One aspect of protecting critical habitats is to maintain the ecological processes within and between habitats. A total of 90% of the country's biodiversity lies within forest areas, of which less than 8% is represented in the protected area network. Moreover, many of Madagascar's highest priority biodiversity areas fall outside the network. The program will use new and innovative mechanisms, such as conservation contracts and regional protected areas, to help ensure that these high priority areas are maintained.

Ecological restoration and reforestation will be used to re-establish connectivity between habitats where ecological processes have been destroyed. Another aspect of conserving critical habitats is to ensure that biodiversity habitat management plans are integrated into landscape planning. When local, regional, and national level development plans are established, the needs for protecting these critical habitats will be integrated to ensure that conservation goals and development activities are complementary.

Within the protected area network, program activities will promote continued institutional development, while also focusing on developing the capacity to implement field-level management activities. These activities will include park outreach and education, monitoring and research, infrastructure development and maintenance, habitat maintenance, and integrating protected-area management activities and local and regional development.

Continued support in the area of "sustainable financing" is also critical; public resources are insufficient. A multi-pronged approach will be pursued here: (i) restructuring of the environmental institutions to enable them to be more financially and institutionally secure; (ii) exploring new avenues for securing increased and sustainable revenue generation for the environment, which might include carbon sequestration, private sector resources, green taxes, etc.; and (iii) pursuing the establishment of a biodiversity/protected areas trust fund.

Illustrative Indicator for IR 2:

- Area of selected habitats under conservation management.

### IR 3: Alternatives Adopted to Reduce Slash and Burn Practices

The largest threat to the remaining natural forests of Madagascar is slash and burn agriculture (*tavy*). *Tavy* is the result of a number of social, cultural, economic, and biological factors. Local communities and forest dwellers are working to reclaim their rights to use and manage the forestlands. These critical landscapes include biodiversity-rich forest ecosystems, water catchment areas, land use systems where agriculture has high potential for sustainable growth, marginal lands with valuable non-agricultural resources that are under threat of degradation, and lands that can support economic diversification.

USAID's efforts to reduce slash and burn farming will continue to be based on reinforcing synergies between natural resources management, agricultural productivity, food and financial security, economic growth and poverty alleviation, health, and natural resource sustainability. The approach will address socio-economic factors that increase human pressure on highly valuable forest corridors in two USAID priority ecoregions. It will help to alleviate poverty while improving food security in both regions. USAID will build on foundations established by the current ecoregional conservation program, which has demonstrated that slash and burn can be halted, and expansion of lands encroaching on priority ecosystems limited, through agricultural intensification and income-generating activities based on sustainable use of natural resources.

Farmers and their communities are the common element in these desired conditions, so USAID will focus on community-level "farming systems" interventions. This will increase farmer incomes and create strong economic, ecological, social, and geographical linkages between rural development and reduction of pressures on forest corridors. The approach will focus on inter-related interventions based on sustainable land use planning and management.

The first of these interventions is community-based forest management. Contracts will continue to be established with local communities to transfer management of designated forests with well-defined resource management plans, access, and use. Alternative energy sources and technologies, such as community woodlots, will be explored to reduce dependence on harvesting fuel wood from primary forests. Second, agricultural productivity will be increased by encouraging farmers to adopt approaches that are more sustainable and profitable than the slash and burn system. Emphasis will be placed on empowering farmers to be self sufficient. This will be done through a "farmer-to-farmer" approach using ecologically friendly techniques and by fostering market linkages between producer groups and agribusinesses (in collaboration with the Mission's Agriculture and Trade SO). Third, community land use management plans will build-in the protection of micro-level water catchments, thereby improving water quantity and quality. Finally, linkages will be established with the Mission's health sector SO to address a number of community health concerns, as well as the over-arching need to address population growth around forest areas. This will be achieved by increasing the demand and availability of family planning and health services, products, and practices.

Illustrative Indicator for IR 3:

- Decrease in area and incidents of new slash and burn agriculture sites in priority areas.

#### IR 4: Increase Investment Initiatives and Partnerships in Natural Resource Management

In order to protect Madagascar's unique biodiversity, it is necessary to facilitate the involvement of the private sector: under this IR, economic benefits will be emphasized and investments in natural resource management encouraged. Forest lands and other natural resources will be identified with a view toward capitalizing on their potential for production of goods, maintenance of environmental services, generation of jobs and public sector revenues, contributions to exports, and associated multiplier effects.

Forest-based industries such as plantations will be supported as a way of enhancing sustainable use of forest assets and reducing pressures on the natural forests. Assistance will be focused on improving methods of management, harvesting, extraction, utilization, recovery of wastes, and value-added processing of forest products. There will be an emphasis on training field-level forest workers in more efficient forest production and processing methods, and exploring use of wood residues to create biomass energy for value-added processing of forest products.

USAID also plans to support businesses in the natural products sector, through production of quality natural products for domestic and international markets. This will consist of promoting the environmentally sensitive collection, production, and processing of indigenous and introduced natural products such as essential oils and spices (as well as such crafts as raffia woven products). Continued support will be provided to the ecotourism sector, too, as a way to actively engage the private sector in the conservation agenda. Other areas of collaboration to be pursued will include emerging carbon sequestration/carbon credit trading options, eco-certification of forest products, biotechnology, and bio-prospecting. USAID will also play a pro-active role in identifying ways to engage other institutions, including zoos, museums, and universities, to invest in Madagascar's biodiversity.

Illustrative Indicator for IR 4:

- Increase in number of investments contributing to natural resource management.

#### IR 5: Improve Environmental Governance

Forests are amazingly busy places. Carbon sequestration, aesthetic and religious values, agents of soil and water protection, biodiversity in all its aspects: these are things not transacted in markets. Even though they carry no market price as such, these forest "values" are essential to Malagasy society. Thus, government must intervene to establish rules of the game and incentives that encourage sustainable natural resources management.

Activities within this IR will promote the involvement of all interest groups to improve environmental governance and stewardship. Public institutions must demonstrate that they can manage natural resources and revenues transparently, particularly forest and mining resources (e.g., gemstones). Law enforcement must be improved. The government must demonstrate that public forests can be managed for national benefit, rather than for private gain. Incentives and disincentives must be put into place. Communities must perceive that the government is making decisions that favor their interests rather than the influential segments of society. Finally, natural resource observatories, local monitoring measures, and independent "watchdogs" measures must be promoted.

Checks and balances will be enhanced by: (i) facilitating *participation* in environment management through greater information flow and communication with communities about their role as environmental watchdogs; (ii) educating the public about its role as an *advocate* for better environmental management; and (iii) educating development actors about the benefits that arise from an effective *partnership* with environmental institutions through use of environmental impact assessments and information for decision-making.

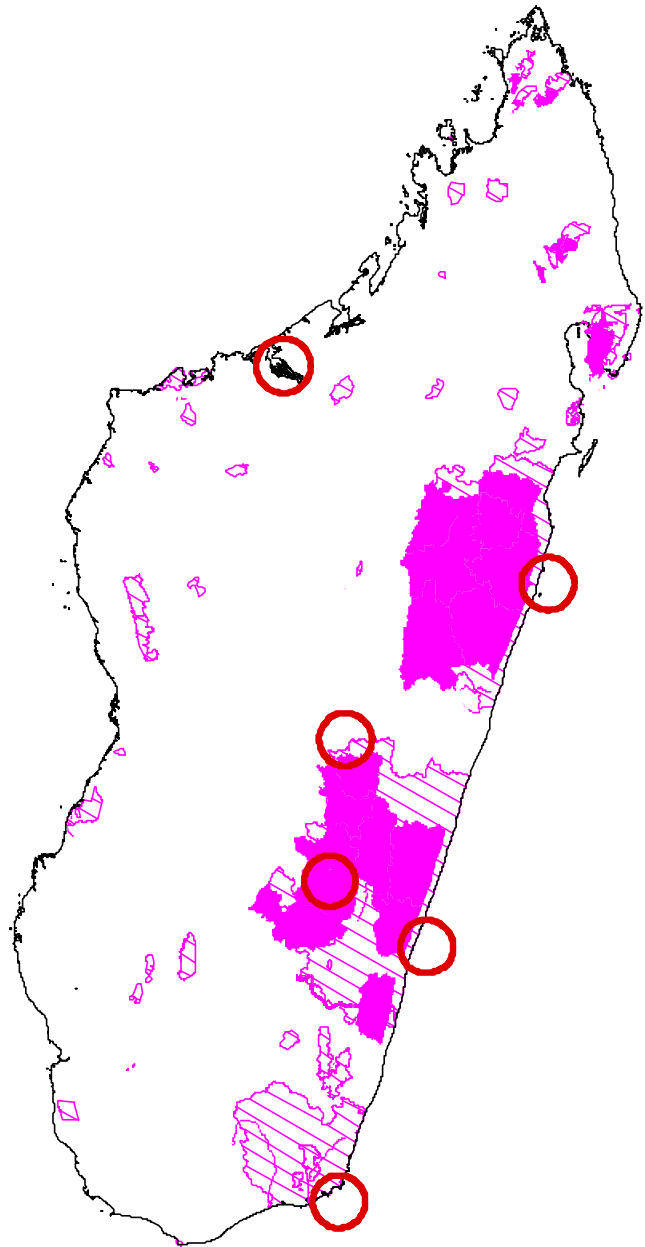


# **Annex E**

## **Maps - Geographical Priorities**

# USAID Madagascar Intervention Zones

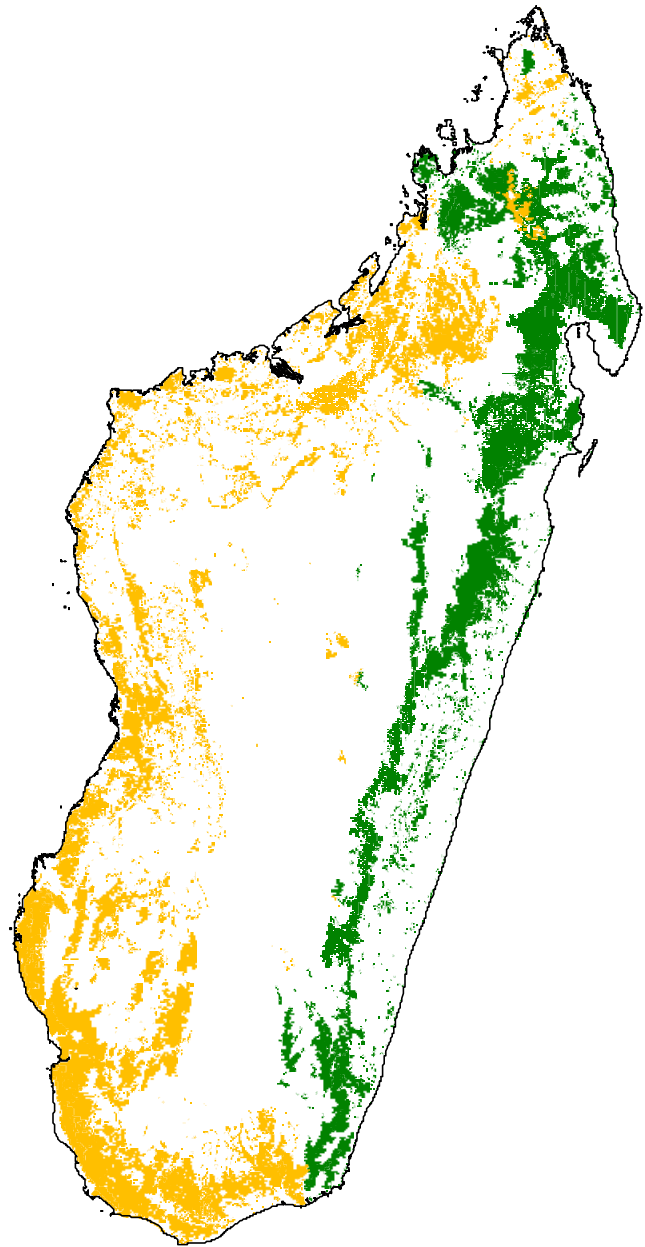
**Env/RD Intervention Zones**  
**Ag/Trade Intervention Zones**



**Figure 1. Map of USAID intervention zones.**

**Forest cover**

**Dry Forest**



**Figure 2. Map of forest cover and type in Madagascar.**

# **Annex F**

## **Bibliography of Key Background Documents**

## **Annex F: Bibliography of Key Background Documents**

### *General*

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- Extrait du DSRP, Mars 2003, Ministère de l'Economie, des Finances et du Budget
- Mission Performance Plan, 2002, US Mission to Madagascar
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- FY 2003 Results Review and Resource Request, March 2001, USAID/Madagascar
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- Madagascar – Rural And Environment Sector Review, February 2003 (Draft), Africa – Environmentally and Sustainable Development, AFTR1, Document of the World Bank
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### *Agribusiness and Trade*

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- Agricultural Production, Agricultural Land and Rural Poverty in Madagascar, September 2001, J. Randrianarisoa and Bart Minten, Cornell University and FOFIFA
- Projet de Soutien au Développement Rural: Document Cadre, 2001, Ministère de l'Agriculture

### *Web site :*

- The Secretariat Multi-Bailleurs (SMB) for the Environment, Rural Development and Food Security web site [Http://www.smbmada.net](http://www.smbmada.net)
- The Plan d'Action Environnementale – Madagascar web site <http://www.pnae.mg>: access to documents related to MECIE, Politique National de l'Environnement, biodiversity, Tableau de Bord Environnemental, success stories in the national Environment Program (EP)

- USDA Forestry Service web site <http://www.fs.fed.us/global/>
- Madagascar Environment Program Review (May - June 2002): A series of six mini-workshops on "Lessons Learned from the Environment Program and Future Perspectives" in collaboration with IRG under the FRAME Task Order. The purpose of these mini-workshops is to capture the last twelve years by highlighting the key milestones of USAID's support to the EAP; key lessons learned and future perspectives. FRAME web site <http://www.frameweb.org/Partnerpages/>
- Under USAID/Madagascar's Natural Resources Office's strategic goal of creating biologically diverse ecosystems in priority conservation zones, International Resources Group provided technical assistance, training, and grant administration for a series of activities which involved establishing sustainable financing mechanisms; implementing adaptive management practices; developing and applying environmental policies, legislation, and procedures; and bolstering strategic planning, communication, management, and result monitoring. IRG helped create a sustainable finance commission with representation from the public and private sectors, NGOs, and donors. This commission was setting the direction for trust fund development and other finance mechanisms. IRG web site <http://www.irgltd.com>
- Conservation International's (CI) mission is to conserve the Earth's living natural heritage, our global biodiversity, and to demonstrate that human societies are able to live harmoniously with nature. USAID/Madagascar's MIRAY Program awarded a sub-grant to CI to carry out the following program objectives: Ecoregion-Based Conservation and Development to promote a landscape approach and strengthen capacity for adaptive management, and to improve management of critical biodiversity habitats. CI home page is located at [www.conservation.org](http://www.conservation.org)
- Since its inception in 1961, WWF has worked to conserve nature and ecological processes through a combination of action on the ground, national and international advocacy work to establish appropriate policies, and international campaigns to highlight and demonstrate solutions to crucial environmental problems. USAID/Madagascar's MIRAY Program awarded a sub-grant to WWF to carry out the following program objectives: Ecoregion-Based Conservation and Development to promote a landscape approach and strengthen capacity for adaptive management, and to improve management of critical biodiversity habitats. WWF home page is located at [www.panda.org](http://www.panda.org)
- The primary assignment of MIRAY, a USAID/Madagascar-funded program for supporting the environment plan of action and implemented by an agency consortium (CI, PACT and WWF), is to promote a sustainable conservation of biodiversity and natural resources as part of a landscape development based on a process of consultation, participation, empowerment, partnership and institutional building. To know more about the MIRAY Program, browse in Pact site web [www.pact.mg/MIRAY](http://www.pact.mg/MIRAY). Pact home page is located at [www.pactworld.org](http://www.pactworld.org)
- Chemonics International carries out USAID/Madagascar's Landscape Development Interventions Program. This project works with people living in the broader landscape — not just those near national parks or other protected areas — to enhance standards of living and protect biodiversity. Chemonics is working to repair, stabilize, and provide for continued maintenance of rural farm-to-market roads in priority biodiversity conservation zones, and to repair wharves and warehouses at the Manakara port. The project works closely with road user associations to provide for road maintenance. Chemonics is also helping to rehabilitate and stabilize the Fianarantsoa-Cote-Est rail line, damaged by cyclones in 2000. The team is designing, managing, and supervising engineering and construction services to rehabilitate bridges, tunnels, culverts, and other damaged structures. Chemonics International home page is located at [www.chemonics.com](http://www.chemonics.com)